Circlegram

NEWS FROM STANADYNE'S QUALITY CIRCLES

FALL 1985

Gary Circles Swing For Charity

Western Steel Division, Gary Plant

Enthusiasm abounds at the meetings of the new hourly Circles at Gary. The "Innovators," the "Bar Benders," the "Examiners" and the "Western Operators" have already expressed their eagerness to get the training sessions completed and get into problems at hand. Our original Circle, "The Steelers," continues to make progress solving problems.

Group leader Jim Schweitzer of the "Western Operators" Circle prepares to drive in one of the many runs that were scored in the benefit game.

Many of the members are involved in a softball league and recently played in a benefit tournament for the local Cancer Society Research Foundation. The team effort and participation of all the members on the field was an ideal example in explaining the individual contributions and team support concepts involved in the QC Program. This recent exposure helped them to understand the importance and the consequent benefits in their approach to solving common problems.

The newly formed Circles are batting 1000 in getting their basic ground rules established and look forward to a fruitful and rewarding season. We are loading the bases, one at a time, and we are looking to see that "Grand Slam" in all of the Circle Groups.

My personal congratulations to our fellow employees at the New Bern Plant for their exceptionally high participation level in Quality Circles. With an over 85% participation level, everyone there is striving to make the New Bern plant one of the best in the corporation.

I am very pleased with the positive results from all of our Quality Circles throughout the corporation. To continue to make Quality Circles a regular part of our day-to-day operations, we need everyone's help. If you are not already in a Circle, please consider joining one.

Bellwood is temporarily experiencing difficulties with Circle efforts because of a union decision to discourage participation. However, I hope that employees there will see the need to get back on track as soon as possible. Circle efforts, and cooperation between the company and union, will be needed to make Bellwood a viable competitive plant once again.

Jerry Bouwkamp

LATE NEWS

Garrett's Quality Circle float won first prize! Photo's and more in our next Circlegram.

Have a suggestion on how to improve the Circlegram or the Quality Circle program in your plant? Send them to Tom Tornatore at the Corporate Office.

Four New Facilitators

The Diesel Group in Hartford, the Moen Group in Sanford and Elyria, and Western Steel in Gary each have a new facilitator. They are:

BRIAN HOLMES
Diesel Group, Hartford

Brian has been with Stanadyne for 9 years and was a setter for Dept. 415, prior to being promoted to facilitate Circles.

ROBIN JACKSON
Moen Group, Sanford

Robin worked most recently as the Bodine machine operator before this promotion. She has been with Stanadyne for 8 years.

RICH FOIL
Moen Group, Elyria

Rich has been with Stanadyne for 12 years. He was the foreperson of the Buffing Dept. before this promotion.

JIM TUCHEK
Western Steel, Gary

Jim is a part-time facilitator of 5 Circles as well as being Supervisor of Employee Relations. Jim has been with Stanadyne 14 years.

All of the new facilitators have been involved with Quality Circles before their new assignments. They all have been members and/or leaders and strongly believe in the Quality Circle concepts. We know they will be an asset to the program and wish them success in their new positions.

Gold Circle Dreamers

MOEN Group
Elyria Plant

The "Gold Circle Dreamers" are a combination of production operators, plating personnel, job-setters and inspectors. Dale Akins, the leader, is the Foreman of Machining.

One of the greatest accomplishments was a project the Circle worked on regarding oversize .720 bore on the shower casting line.

A four month study of oversize bores was taken. Total production for this study period was 104,662 pieces. Oversize bore showed 806 parts that were scrapped during this time.

The Circle then proceeded to prove that their machining process could not be responsible for this scrap. The Circle decided that both mismatched cores and porosity were the major cause of their problem.

After giving a Management Presentation and showing their results, Factory Manager, John Striker, set up a follow-up meeting with representatives from Purchasing, Quality Control, and Engineering. The summary of this meeting showed that the "Gold Circle Dreamers" had proven, indeed, that the vendor was responsible for oversize bores being produced, and would pay for all parts rejected for this condition.

There was a visit arranged with Grand Haven Foundry, who make our shower castings, in an effort to get them to help us correct the multitude of problems that existed with the castings. The results of this visit had a tremendous impact on our overall quality. The total vendor related reject level went from 8.4% during our four month study period to a current level of 1.6%. These results show that when people who are close to the problem get their heads together and cooperate with each other, many problems can be solved.

This is what Quality Circles is all about—People Working Together, Solving Problems.

This article was written by the Gold Circle Dreamers for the Circlegram.

Presentations Abound

Moen Division, New Bern Plant

A successful management presentation can be a rewarding and thought-provoking experience for everyone involved. For Circle members it's an opportunity to show the results of the many hours of analyzing, solving and testing the project being presented. For those invited to attend, it's an opportunity to see the problems being experienced by the Circle members and to gain the members insight into the jobs they perform.

At New Bern we have been involved in experiencing this exchange through our many Quality Circle presentations.

Q Team presented a new layout for the lavatory riser line. Problems experienced were poor line flow, insufficient conveyoring and high amounts of material handling required to compensate for the poor line flow. A 12-hour cure time on the spout assembly further complicated line flow problems.

Solutions to this are additional conveyoring and the repositioning of the roll stamp to feed directly to the builders. The cooker is repositioned to feed hardware packs directly to the pack tables which are repositioned to facilitate the receival of parts from water test.

Bins proposed for the tables and behind the cooker will eliminate boxes and pallets lining the aisles.

Engineering is currently evaluating the proposed layout to analyze capacity and equipment requirements for implementation.

The Quality Busters presented a series of seven line-projects undertaken in their department.

Bins were added to the showerhead build station to eliminate boxes and allow the assembler to use sequencial assembly steps in the production of showerheads.

Assembling spray formers made out of heavy rubber was somewhat like "putting a tire on a rim without a tire arm." Since the installation of a heat lamp over the parts, the assembly is easier, faster and not as hard on the fingers.

The soap dispenser table was changed to make the height adjustable for all operators since leverage was so critical to the operation. Also, changing the handle to seat the soap dispenser eliminated the need to seat it with the heel of the hand.

The Blister pack presented a multitude of problems. The wooden templates were kept piled under the work table causing pins to break off, and the correct template was hard to find when changing models. Hooks were installed on the fence behind the operation so the templates could be hung up, where they were easily accessible and could be kept damage free.

The operation itself caused the machine to walk forward, and the operator had to stop and push it back to the original position many times during the day. This was corrected when the machine was bolted to the floor. The table height was also raised to eliminate bending over and stressing the lower back muscles.

In the auto bag area, hardware packs were run in high change over low quantity. A part identification system eliminated the wrong hardware packs being taken and has increased inventory accuracy while decreasing inventory time.

In addition, the Quality Manager, Bill Faix, gave a session on the use of calipers; and the Circle measured and documented spray former measurements for Grohe. These figures were turned over to an S.P.C. team, also evaluating the problem.

The final problem solution presented in the mini presentation was the corrective action taken on the O-Rings. Bins were built to accommodate a whole box for greasing instead of greasing a few at a time. This eliminated double and triple handling and the tendency to use too much silicone grease on a small number of parts. Also, the new bins were made with removable lids to avoid the potential of a lid falling during mixing.

The Circle of Quality investigated packing Light Touch and the cuts received by the packers during the box folding operation. Since the boxes could not be changed, the solution was terry cloth arm protectors for the packers. The terry cloth is lightweight and comfortable for the packers while being easily laundered at home.

These Circles have done an excellent job of solving problems in their areas and deserve a lot of credit. Congratulations gang—you done good!

Increase Participation and Statistical Process Control Involvement by Quality Control Circles

Moen Group, Pine Grove Plant

During the month of September 1985, Stanadyne of Pennsylvania has increased its work force significantly.

Facilitators, Bill Wollyung and Bruce Boyer are looking foreward to having these employees joining the Quality Circle Program. This will create some new Circles and increase the size of the existing Circles. There will be training programs scheduled for these employees so they can learn how a Circle operates in relation to Quality Circle techniques.

Also, Statistical Process Control is being incorporated in the Pine Grove Plant. Statistical Process Control was started at the Decoil and Blank Polishing operation. This operation, with the aid of the Quality Control Circle group called The Bowl Pressers, will help establish Stanadyne of Pa.'s Statistical Process Control Program.

As of now, the Quality Control Circles will help establish the Statistical Process Control program at Stanadyne of Pa. Facilitator, Bill Wollyung, believes that the employee involvement of Quality Circles and Statistical Process Control must work together in order for these programs to be sucessful at Stanadyne of Pennsylvania.

Management Corner

In this issue we are featuring Howard Sanderow, General Manager of Supermet, expressing his personal views of Quality Circles.

HOWARD SANDEROW

Why QC Circles? Each of us may have asked that question either silently or out loud to others. At Supermet the answers can be found throughout each plant—improved product quality, new equipment, better housekeeping, revised processes, less material handling, and a safer working environment. Letters from customers have commended our Circles for helping solve a quality problem; major cost reduction efforts helped retain a new account. This is the tangible evidence of the Circle successes. But perhaps the answer, for me, goes back several years . . .

We are all aware that Japan is credited with developing the concept in the early 1960's. But just what is so special about Japanese Circles? Fortunately I had the opportunity to visit a major Japanese corporation and view Circles in action. As soon as you reach the factory floor, the impact of Circles is evident. The walls seem to be "wall papered" with charts. Even though I could not read the Japanese script, the histograms, Pareto diagrams, and fish bone charts were obvious by their construction. I asked my guide to explain the charts. He stated that these charts were the results of their Zero Defects groups (known to us as QC Circles). He went on to say that after each presentation the group would post their presentation charts around the plant so all the employees could share in the results. As we continued the tour I noticed several graphs with lines progressing towards a target line. A few of the lines had already exceeded the target line. I wondered, were these charts a record of the scrap rate in the plant? Had some of the departments already surpassed the level of scrap projected for the year? Oh no, he explained, these were progress charts on the number of Circle presentations for the year. The lines which had exceeded the target were groups that, by October, had already surpassed their goal for the year. As I examined the graphs more closely, I realized that every group would exceed their goal by year end. Recognizing my interest in the Circles activities, my guide led me to a small office complex within the main factory area. He explained that these small cubicles served several functions, including meeting sites for their Zero Defects groups. Sure enough, one was in progress. Although I couldn't understand the muffled conversations, the group of six individuals were reviewing some data. One woman was neatly preparing a chart summarizing the information as the rest of the group actively responded to the leader's questions. When I asked how many people participated in the Circles, my guide looked puzzled. After several attempts at explaining my question, he smiled and said, why everyone participates in the Zero Defects effort. It's part of their responsibility as an employee. Everyone wants to help make his company and his job better!

As I look back now, three years after that visit, the observations and comments regarding Circles still ring true:

1. Let everyone know about your Circles, their progress, their successes—*be proud!*
2. *Set goals* for the Circles and be sure that everyone can see the results each month.
3. *Get everyone involved,* since Circles offer every employee the opportunity to make his department, his plant, and his company a better, more productive place to work.

Perhaps you can help put some of these ideas into practice at your plant. If you are not in a Circle now, join up or start a new one; if you're an active member, set your goals and strive for them. Only YOU can make them happen!

QC/SPC Appreciation Day

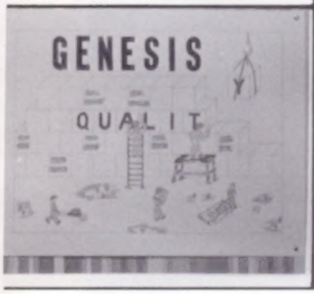
Diesel Systems
Jacksonville Plant

On August 16, 1985, the Jacksonville Plant celebrated QC/SPC Appreciation Day. There were posters displayed from each Quality Circle group to emphasize the theme of Quality Circles. A video, introducing all the Circle members, was shown throughout the lunch period in the cafeteria. There were also SPC Highlights that offered a great deal of operator recognition (both serious and humorous) as well as new information about Statistical Process Control.

Free gifts were distributed and ice cream was enjoyed by all.

QC/SPC Appreciation Day

Stanadyne Diesel Systems Jacksonville Plant



NIGHT HAWKS
TO KEEP AHEAD OF OUR COMPETITION WE NEED TO
CLEAN UP OUR ACT

TAKE AN INTEREST IN QUALITY CIRCLES
YOU CAN BANK ON IT

"Dead Shorts" Training Program

Precision Products, Chicago Plant

In a recent presentation, the Dead Shorts Circle requested the company's approval for the electricians to receive training in programmable control equipment so that they may use this equipment to do the following:

- Type in programs on all new machines that Engineering has designed.
- Use the programmer as an additional trouble shooting device.

The advantages for the electricians being trained on solid state programmers were many.

- Solid state programmed machine downtime would be decreased.
- Engineers would not be taken away from their design work to troubleshoot production machines.
- New machines can be operational sooner if electricians are involved at the logic level.
- The intelligence, skill and experience of the electricians will be fully utilized. Electricians want to contribute to their fullest potential to help make the Bellwood plant profitable.

Top Row Left to Right: Bob Graham, Steave Dobberfuhl, Tom Kennard, Al Schwarz, Frank Navratil and Pete VanDerMay. Bottom Row Left to Right: Joe Kalata, Harold Froney and Bob Kehm.

A presentation to management provided the following requests:

- Provide formal training in theory, applications and troubleshooting of the programmable controller.
- Allow and encourage self education of the programmable control and test equipment.
- Electricians to enter program logic into sequences for learning and familiarization with test equipment.
- Test equipment to be accessible for electricians on all three shifts for troubleshooting machine problems.

Result: Management has accepted the Dead Shorts proposal.

Kitchen Castings Get A Lift

MOEN Group
Sanford Plant

The Trouble Shooters Quality Circle in Sanford is made up of operators on our second shift from the miscellaneous machining area. One of the main jobs for these operators is to machine the castings used for the cast-bar kitchen faucets. This machining is done on two different pieces of equipment—the Trunion and the Goss-and-Deleeuw.

Raw castings arrive at our plant in boxes that are over nine cubic feet in size. These castings are then transferred into baskets by a material handler. He puts about 42 castings in each basket and then he puts the baskets of castings on roller conveyors ahead of the two machines. The Circle members selected this as a project because it was a time-consuming process. They did some research and found out that it took over thirty-four hours to transfer the 50,000 castings we run each month.

The Circle decided to design a rack that would hold the large boxes of castings at the machine and present them to the operators. They evaluated the size of the box and, using both the shortest and the tallest operators, determined the reach needed when the box was full and when the box was almost empty. From this they determined the height needed for the rack. This data was also used in deciding to have the rack tilt forward and how much tilt was needed.

The Circle then gathered information on the costs to build a rack in the Sanford Maintenance Department. They put all of this information together in a presentation given to the managers on May 23rd. The managers approved the project, and a more detailed evaluation was given to the drawings and estimated construction costs.

The Circle then evaluated several racks that are currently being sold. They found one that was almost identical to the one they had designed. The needed paperwork was processed to purchase a hydraulic tilt table and was approved. The equipment is on order and should be in operation soon. The circle will then evaluate how well the tilt table meets the needs of the operators; and if it meets their expectations, they will request an additional table for the second machine and thus free up the material handler for more production tasks.

Members of the Trouble Shooters are Jimmy Vause—Leader, Marilyn Cross, Jill Wilkes, Jean Fredrickson, Mary Jones, Lisa Kinton, Rebecca McEvers, Jeanette McNeill, Cathy Rogers, Darlene Ray, Robin Holt, and Eddie Upton.

Circle Members Sponsor Picnic At S.D.D.

Distribution Division Garrett

Seventy degree temperatures and clear sunny skies greeted people who attended the Third Annual Quality Circle Picnic on Saturday, September 14, 1985. The Apple Orchard Shelter, secluded in a beautiful wooded area of Pokagon State Park, prompted a crowd of one hundred seventy-eight employees and their families to drive twenty-five miles north of Garrett and participate in the festivities.

A pot-luck dinner accompanied by barbecued chicken, hot dogs and soft drinks prepared the group for an afternoon of scheduled activities.

The Missing Links Quality Circle planned and organized fourteen events which included, among others, a euchre tournament, bingo, sack races, egg toss, a three-legged race, money hunt, softball, volleyball and hiking. Young and old joined in the various feats and many prizes and trophies were presented to the winners.

Two of the highlights of the day were the Bakeoff and Crafts contests. Gary Whonsetler was presented with a cash prize for his award winning raspberry dessert in the Bakeoff. A beautiful handcrafted table brought Dan Bordner a television set as winner of the Crafts division.

Members of the Circle who prepared for the picnic as their project were Nancy Chittenden, Kathy James, Jackie Morse, Cindy Lash, Maggie Henderson, Deb Feuntes, Ann Hamman and Niki DeYoung.

Bubble Test Failures Reduced

Diesel Systems
Washington Plant

The Quality Seekers' most recent project was to improve the filter reject rate for bubble test failures. They gathered data for several months on the different operations and processes used to assemble the filter elements. The time the Quality Seekers spent on this project from start to finish was 13 months. Incoming material specifications were inspected and compared with those they were presently using in production. SPC charts provided much needed information on the process. The major contributing causes that were discovered were: knife holes in the filter element which were caused by operator error, hard contaminates in the filter paper after it was pleated and plastisol breaking down due to the lubrication of the applicators with WD-40.

To correct the holes being cut into the filter paper by the operators, the Circle members tried a different type of knife. The one that was being used was a razor blade which had a very sharp point. With this in mind, the circle tried a butcher knife which had a rounded point that would help to prevent an accidental puncture of the filter element. To eliminate the hard contaminates and holes that come in the paper from the vendor, they recommended that a scanning system be put on the paper pleater. This would help in preventing the running of unacceptable paper. Once the circle noted that the lubrication by WD-40 was causing the plastisol to break down, the application was immediately stopped.

The bubble test failures have not been eliminated yet, but they have been greatly reduced. When the circle implemented the knife change, a $3100.00 per year savings was realized. As a follow up to their presentation, a trouble shooting manual is being formulated from their presentations' charts. This will help future problems to be solved quicker by using the research that the Quality Seekers did. A Qualifying Log Book is also being developed by this group to allow the central storage of information that is necessary to quickly pinpoint possible trouble areas.

The Quality Seekers members are (Front row left to right): Chip Moore, Gertrude Wallace, Derise Walker and Sandi Jones. (Back row left to right): Frank Alligood, Theresa Porter, Rosa Cox and Donald Hodges—Circle Leader.

Harvest Time at Marshall

Supermet, Marshall Plant

Quality Circles are busy at Marshall as the fall season begins. Being basically a rural area, productivity becomes the topic of discussion throughout the entire community, both inside our factories and at the local gathering places for farmers and merchants. Now is the time to see if efforts put forth were the right ones at the right time.

This is true for our Circles too, such as the Nite Owls, seeing final stages of their first presentation become a reality with the arrival and installation of equipment near completion. The equipment is in the packing area and will speed up packing via process/equipment improvements.

Second Chance and Pioneers are both working on projects that will improve product flow and productivity throughout the plant.

Staff 'N' Stuff is our salaried Circle and is involved in a long range program at the time.

Since the last writing, we have had Oldsmobile in our plant for a Quality survey and the results were a very high rating. Again, I believe, a reflection on our Quality Circle Program, SPC Program and training, *plus* the efforts of all our employees who also allowed us to achieve the Hallmark program.

I cannot omit the notation that October is *National* Quality Month. Proclamations will be signed by President Reagan, Governor Orr (Indiana), and Mayor Chalos of Terre Haute, Ind. with the local ASQC (American Society for Quality Control) at Terre Haute having a very good program scheduled for October.

The following is from an ASQC poster and presents their definition of Quality. I would like to share it with you.

Quality (Kwole-te)n

A systematic approach to the search for excellence. (Synonyms: productivity, cost reduction, schedule performance, sales, customer satisfaction, teamwork, the bottom line.)

Quality Circle Jeopardy

Diesel Systems, Hartford Plant

Seated L to R: Steve Bieleski, Brian Janes, Marcel Roy, and Paul Morin. Standig L to R: Terry Gilbert, Facilitator, Bruce Ladr, Leader, Terry Burke, Peter Cyr, Wayne Stetson and John Haragney, Foreman.

Pump-A-Nickel, the Quality Circle from Department 412 Hard Rotor Line in Hartford, gave a management presentation on August 9, 1985.

Using the format of the popular game show, "Jeopardy," the group put on an informative and entertaining version called Quality Circle Jeopardy. Peter Cyr, acting as game show emcee, presented the four panelists with the answers and the panelists had to come up with the correct question.

Through the answers and questions, the group showed management their accomplishments. They improved the T.P. Slot machine operation by switching to sulfide wheels and better quality dressing diamonds. This enabled them to get fifteen pieces between wheel dressings versus one piece previously. It also resulted in less setup time and cost the company $2,000.00 less for diamonds.

The group automated the T.P. Slot face edge break operation by switching from hand held stones to a new borazon lap. They also installed a v-block and clamp on the Klein Centering machine to hold the rotors firmly in place, thus improving consistency and quality.

Comments made by management after the presentation indicated that everyone present enjoyed the format. It will be tough to top this presentation, but Pump-A-Nickel has promised that they will. Excellent job Pump-A-Nickel.

Circle Update

Western Steel—Elyria

The Quality Circles here at the Western Steel Division are still busy working on various projects to help increase the quality, productivity and safety of our plant.

An update of our Quality Circles reports the following projects in process at present:

The Steel Circle—The 10 member group is currently working on moving mateial from the cold drawn mill to the furnace area and back to increase productivity and hope to find a better way of handling the material. The group is led by Kenny Dick, a newly appointed leader and member. This group is the original group formed when the Quality Circles came to the Steel Division. Members include: Jim Bailor, Bob Armes, Ralph Kline, Ernie Trujillo, Landry Simmons, Bon Montgomery, Gracie Neal, Andy Noble, Elaine Hyer, and Kenny Dick.

Maintenance Jockeys—Although a newer group, the Maintenance Jockeys have just selected an inventory control die program to work on. Although the problem will take a long time to work on, the group feels its many benefits of quality improvement, inventory control, and cost reduction will be a great inprovement over the present program now in process. Members include: Clarence Walker, Ben Poplar, Bob Pyles, Carl Moeiler, and newly appointed Leader, Jim Polen.

The Steel Wheel—Our newest group of salaried employees is well on their way to completing their 1st project: Standard Numbering and Inventory System for all forms in use for the Steel Division. Members of the group are: Phyllis Butrey, Jack Nunney, Joann Mauro, Fred Jones, Coni Eberling, Peter Hart and Fran Mitchell, the Group Leader.

The Synergizers—After completing a one-year project for secondary processes and our inspection procedure, the group has selected another project for standardizing C.D. lengths, working with purchasing, sales, and production. Members of the group are: Marge Uhrik, Bill Littlehales, Cathy Wells, Frank Mike Astorino, Bob Gray, Phil Huston, and John Odom, the Group Leader.

Plans are now in order prior, to the end of the year, to have a luncheon and recognition day for the Quality Circle members for their efforts, dedication, and contributions to the Quality Circle Process.

One closing note of interest which highlights the Quality Circle effort that we sometimes overlook or don't think anyone else cares: A recent customer of our visited our plant last month to review some of our processes. In discussing some of our procedures, the customer asked how they had come about. After explaining the Quality Circle Process, the customer complimented the efforts of the members and the Quality Circles here at Western Stedel as a very strong and important part of our operations.

From Western Steel to all Quality Circles: Keep up the good work and effort. It really does work for everyone involved!

Supermet Toolmakers Brighten Their Day

Pictured are the "Toolmakers," left to right: Steve Cimprich, Mitch Gibson, Terry McElhaney, Jim Trimmer, Sal Santamaria, and Mike Jewett.

Supermet, Trotwood Plant

Supermet's toolmakers in the building and maintenance of the division's precision press tools, gages, and fixtures, work to close tolerances that require good lighting, if consistently good quality error-free work is to be produced.

Practice had been to supplement the general room lighting with auxiliary bench lamps that, although provided added light, still did not eliminate shadows and often the presence of the fixture itself impeded visibility and freedom of movement to work. Recognizing this lighting handicap, the Toolmakers' Circle chose improved lighting as a project and enlisted the aid of lighting consultants from two local lighting suppliers to help evaluate their problem.

In a layout of the toolroom that divided its work areas into lighting zones, it was learned that the lumen level ranged from 15 to 80. Quotations received to bring the lumen level into a uniform 100 range across the work area included the use of metal halite fixtures, fluorescent fixtures with side lenses and various types of fluorescent bulbs that included a high lumen output type. Estimated cost to revamp the lighting ranged from over $8,000 for the metal halite fixturing to $1,100 for high output fluorescent units.

The Circle group elected to recommend, and management approved, installation of the high output fluorescent units. This action has resulted in uniform lightthroughout the toolroom at a level of 100 to 120 lumens, achieved at the lower equipment cost of $1,100. Thanks to the "Toolmakers," toolroom employees ing now do have brighter days and were sure this has reflected in an improvement in quality of work produced.

CIRCLE FACT . . .

There are about 30 million Quality Circle members worldwide. If you are not one of the 30 million members, consider joining a Circle.

Circlegram
NEWS FROM STANADYNE'S QUALITY CIRCLES

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